

# **Report of Results**

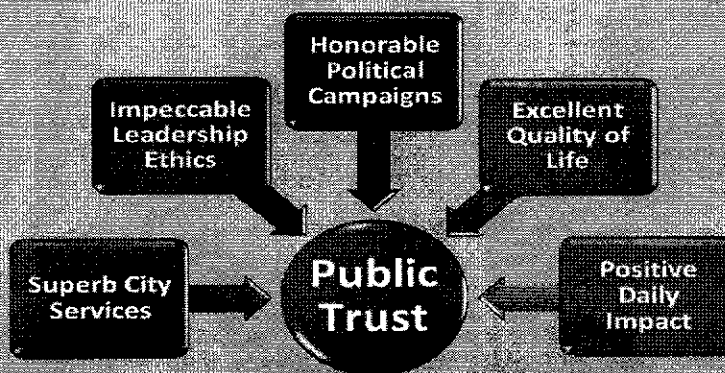
## ***Resident Feedback Survey***

**Conducted January 15-February 8, 2006  
in the City of Santa Clara, CA**

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**A Collaborative Project of Santa Clara University  
and the City of Santa Clara Ethics and Values Program**



## First, Do No Harm

This is a report on the state of public trust in the City of Santa Clara. It shows that City Government is trusted *more* than the County, State, and Federal governments. It also shows that public trust rises and falls as people make judgments about leadership ethics, political campaign conduct, City services, the government's day-to-day impact, and overall "quality of life" in the City.

Those who have come to this report to find material to use against one another during the upcoming political races need to be aware of these findings:

- Public trust is *most at risk* during political campaigns, with most residents believing that candidates and their supporters would do anything to win;
- Most residents believe candidates do not even tell the truth about themselves, much less about their opponents;
- People believe that unfair attacks on opponents—whether by supporters, candidate-controlled committees, or independent-expenditure groups—are unacceptable and hold candidates accountable for them.

Residents expect nothing less from City officials, candidates, and candidate supporters than the trustworthy leadership behaviors listed on the next page. Honesty, dependability, impartiality, acting with integrity, and the others are, according to residents, prerequisites for public trust in the City of Santa Clara. Using the results of this report to attack any candidate unfairly or to advance one's own interests irresponsibly are inconsistent with these values. Ethically-questionable behavior may be common during campaigns, but residents are clear that *politics-as-usual* has no place in a City committed to fostering public trust.

Because residents said that the survey itself contributed to public trust, the challenge now is to foster that trust by using these results in an ethical manner. The City's Ethics Code (Appendix A) assumes that the *minimum standard* for candidates and City officials is ***first, do no harm to public trust***. This report confirms that to *earn* public trust, leaders must meet the highest ethical standards, consistent with the City's core values (at the bottom of this page.)

The voice of public trust speaks through this report. It applauds the City's work so far, but insists, as one author puts it, that residents "...long to see how politics could reflect our best values of compassion, community, diversity, hope, and service. Reconnecting politics to our best values is now the most important task of political life<sup>1</sup>." The public still asks leaders to be "at their best" every day.

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<sup>1</sup>Wallis, Jim. *The Soul of Politics*. San Diego: Harcourt Brace, 1995, p. 18.

## TRUSTWORTHY LEADERS

Santa Clara residents say government officials earn trust when they:

- Are honest and tell the truth to citizens, colleagues, and staff;
- Are dependable and do what they say they will do;
- Make prudent financial decisions, taking into account both short-term needs and long-term financial stability;
- Act with integrity, and seek to do the right thing for the City in public and in private;
- Take responsibility for their actions, even when it is uncomfortable or unpopular to do so;
- Make impartial decisions, free of any interests that might compromise or appear to compromise their independence of judgment;
- Are accountable, willing to explain actions and to accept fair consequences when they make mistakes.

These behaviors are so fundamental to public trust that the City has incorporated them in the *Code of Ethics and Values* and made their practice a moral obligation for City officials and candidates for public office.

### Research Team Members

From Santa Clara University or Thomas Shanks Consulting	From the City of Santa Clara
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# Section Contents

This report presents the background, goals, methods, results, and implications of the *Resident Feedback Survey* conducted in the City of Santa Clara (CA) in late January and early February, 2006.

The report has four sections, described below. The Technical Report (Section D) was written first and the three other sections reference it for different purposes:

- I.        ***Giving Voice to Public Trust*** **7**  
  
Discusses what the City hoped to learn from the survey about public trust and ethics, what it learned, and implications for the future. This reflects the researchers' most current thinking about the study.
- II.      ***The Background Report*** **17**  
  
Provides context and discusses additional implications of the study, including some suggested next steps. Presents "Appreciative Inquiry," a central idea guiding the survey project, and suggest three questions for discussion after reading the report.
- III.     ***The Research Summary*** **26**  
  
Summarizes the longer **Technical Report**. Reviews the methods of the survey and focuses on the main findings and most useful results. It is more "user-friendly" than the Technical Report.
- IV.      ***The Technical Report*** **48**  
  
Uses standard social science language and statistics. Presents survey questions and answers using charts and tables. Discusses the results of statistical tests and relationships among all the measures on the study. This is the place to go for complete numerical results and evidence for the conclusions drawn in the earlier parts of the report.

# I. Giving Voice to Public Trust

Think of **public trust** as the people's belief that they can confidently rely on their government to work hard for the good of the entire community and to act at all times—in public and in private—only in the people's best interest. It is founded on the public's conviction that this truly is a government "that represents me" and it is nourished by a community's collective faith in the integrity of its government and services.

Public trust binds the government to its people, gives authority to public officials, is fundamental for effective city management, and is in decline around the country.

**Public trust binds the government to its people, gives authority to public officials, is fundamental for effective city management, and is in decline around the country.**

The City of Santa Clara takes very seriously its duty to *foster public trust*—that is, to make policy, take action, and provide services to meet the needs of residents in such a way that it reinforces and deepens public trust. To plan for the future, the City needed to hear residents' feedback about public trust—where it stands now, how it develops, and what it needs to grow.

**Public trust is integrally linked with residents' perceptions about...City services, the City's overall "quality of life," and the honesty, integrity, and dependability of City officials and candidates.**

This survey gave a voice to the public's trust. For the last several months, the researchers have done their best to listen, analyze, and now present the results in an impartial, readable manner. Some suggestions have also been made for follow-up discussions.

The key finding of this survey is that public trust is integrally linked with residents' perceptions about the impact and quality of City services, the City's overall "quality of life," and the honesty, integrity, and dependability of City officials and candidates for public office. As the public's perceptions of these rise and fall, so also does public trust in the City's government.

What emerges from these results is a clear and compelling vision of the future toward which the City has already been moving. First, public trust seems to require that the City continue to have what residents perceive as "a positive impact" on their day-to-day lives. Given that impact, public trust appears to flourish best in an environment that integrates:

- superb City services,
- excellent "quality of life,"
- honorable campaigns for elected office, and

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- impeccable leadership ethics.

Each contributes a critical piece. All are necessary.

### A. WHOSE VOICE?

The 330 residents who participated in the survey were selected randomly and are representative of the entire City, plus or minus a small margin of error (4.5%).<sup>2</sup> All are high school graduates, two out of three graduated from college, and one out of three has a graduate degree or has done postgraduate work. They are evenly split between women and men, about three out of four own their own home. About three out of four are white, but all races and ethnic groups in the City have some representation in the sample. The age range was 18 to 93, with 51 as the average age. Most have lived in the City an average of 18 years, with a range of 1 to 55 years.

Almost half identify as Democrats; one in five identify as Republicans, one in 10 as Independents, with smaller numbers of others identifying as Green, Libertarian, and Reform. More than one in ten put "none" as their party affiliation.

Just one in 15 have been involved in the city in an official capacity, as a staff member, or volunteered significant time on a campaign. Three out of four say they rarely or never have contact with the Council; two of three rarely have contact with City staff.

In short, they seem like the majority of Santa Clara residents who are busy living their lives and who do not become involved much with City Hall. They are very pleased with the City and have many positive perceptions of Santa Clara. Yet, great challenges and opportunities face the City: fostering public trust continues to need the commitment and courage of the City's government.

### B. POSITIVE PERCEPTIONS

- **BASIC BELIEFS:** Two out of three believe that "people we elect to Santa Clara's City Council care a great deal about what people like me think." Three out of five believe that "people like me can have a big impact on making Santa Clara a better place to live."
- **VOTING:** More than half believe that "voting is the only way people like me can have any say in how the City government

<sup>2</sup>A volunteer sample of 129 residents also completed the survey. Because they were not selected at random, but volunteered to take the survey, they could not be part of the scientific sample. Consequently, they are not included in the results presented in this report. A summary of their answers to the survey questions is found in Appendix C.



runs things.” Three out of four say they usually vote in Santa Clara elections and that same number say they voted in the 2004 elections.

- **IMPACT:** Of the Federal, State, County, and City governments, residents say the City has the greatest impact on their everyday lives. Two out of three say that impact is positive.
- **CITY SERVICES:** The high rating for positive impact is clearly related to City services. Residents are extremely satisfied with City services. One out of four residents rated City services on average from 5.51 to 6.0 on a 6-point scale. Three out of four residents rated City services from 4.5 to 6 on the 6-point scale.

**Residents rate the ethics of the Santa Clara City Government higher than any of the other government levels and trust it the most—in fact, twice the ethics and double the trust of the Federal Government.**

- **DIRECTION/PRIDE:** Not surprisingly, then, over nine out of ten believe the City is going in the right direction and are proud to say they live in the City of Santa Clara. More than four out of five expect to be living here in five years.
- **QUALITY OF LIFE:** Overall “quality of life” is very good, with residents giving it an average rating of 5 out of 6. People feel very safe, and believe Santa Clara is a good place to live, raise a family, and work. Three out of five find it a good place to spend leisure time and think of it as a good place to retire.

**ETHICS:** Residents rate the ethics of the Santa Clara City Government higher than any of the other government levels—in fact, twice the ethics rating of the Federal Government. For ethics, residents were asked “In general, how would you rate the ethical behavior of Santa Clara City Government officials?” One out of 11 gave the City the highest ethics scores they could; one out of 100 gave the Federal Government the highest scores they could.

- **TRUST:** To measure public trust, they were asked, “In general, how much trust, if any, do you have that each of these groups will serve the best interests of the people it is

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elected to represent?" Santa Clara City Government was one of the groups asked about. The results for the two questions are virtually identical. The Federal Government receives about a 2 out of 6, the State about a 3 out of six; both of these are on the negative side of the 6-point scale. The County receives almost a 4 and the City receives a 4.1 (ethics) and 4.2 (trust).

One out of every two Santa Clara residents gave the City trust ratings of 5 or 6, the highest scores they could give. One out of four gave their highest scores to the County. Only one out of 10 gave these trust ratings to the State or Federal Governments.

- FOSTERING TRUST:** The most frequently mentioned City action that built trust is the new Library. The Senior Center, Teen Center, dog park, new Fire station, etc., are all mentioned, as are the City's efforts to communicate with residents, many specific examples of service excellence, special events, and thirty other specific activities.

**Knowledge Gap**

- political & public affairs
- understanding City politics
- don't know if campaigns are better or worse

**Lack of Awareness**

- 2 of 5 aware of Ethics Code
- 1 of 5 aware of Vote Ethics
- 1 of 6 aware of campaign spending caps

**1 of 10 Problem**

- little to no trust of City Government
- poor ethics
- impact too little to tell

C. CHALLENGES AND

OPPORTUNITIES

Residents make it very clear that many, many things in the City are working well. The City enjoys a good amount of the public's trust. Yet, some real challenges and opportunities face City decision-makers and the community at large.

- KNOWLEDGE GAP:** Four out of five say they do not know very much about politics or public affairs in the City, almost half say that sometimes City politics is so complicated "someone like me can't really understand it," and about half answered "don't know" to the question of whether campaigns have gotten better, worse, or stayed the same. Most say that they do not often have conversations with friends about public affairs. Over half say they do not usually have enough information on which to base their voting choices. Knowledge and understanding is central to accurate

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perceptions of the City, the community, leadership, etc. The City needs to work with residents on solutions to this challenge.

- **LACK OF AWARENESS:** The strongest relationship in the study is between ethics and public trust. As residents' perceptions of the ethics of their leaders go up, or down, so public trust gets stronger or weaker. Residents rated City ethics very highly (4 out of 6) given the fact that they had very low awareness of the City's Ethics Program. Two out of five residents were aware of the six-year old *Code of Ethics and Values* (found in Appendix A). Half said they knew nothing about the City's Ethics Program during the last five years; another one of four said they knew very little about it. One in five was aware of the 2004 *Vote Ethics* Public Information Campaign. One in six was aware of the City's Campaign Finance Ordinance where candidates agree to voluntary limits on campaign spending.
- **AWARENESS OPPORTUNITY:** The next few months prior to the election is a critical time to raise awareness of the Ethics Program. Raising awareness is not about public relations or morale. The study finds significant differences between those who are aware of various components of the Ethics Program and those who are not on the key measures in this study. Those who are aware of almost any component of the program give higher scores to **City impact**. Those aware of the Ethics Code give high scores to **quality of life**. That is also true for those aware of the Campaign Finance Ordinance. The greatest differences are seen between those aware of the recognition the City received for its programs and those who were not. Those who were aware gave significantly higher scores on impact, quality of life, **ethics**, and **public trust**. People aware of the recognition the City has received gave average trust scores of 4.9, compared to 4.1 for those not aware, almost a whole point difference.
- **PROBLEM OF "ONE IN TEN":** One in ten has little to no trust that the City Government represents its best interests. One in ten rates the ethics of City government as "poor." One in ten says the impact of the City is "too little to tell" or "negative." Strategies and plans need to be discussed to address this issue. This is also a concern because City residents have so little regard right now for the Federal or State Governments. The study shows that ethics and trust

scores are related to the scores of all the levels of government, rising and falling by and large together, one influencing the others. Superb City services appear to have set the City apart and protected it somewhat from an environment that could damage public trust because Federal and State governments are rated so poorly for ethics and trust.

- **CAMPAIGN ETHICS PERCEPTIONS:** The three small boxes in the middle of this page point to one of the most challenging issues—the upcoming campaign for Mayor and City Council. Residents have perceptions about candidates that are of great concern. One out of two believe that some, most, or all candidates do not even tell the truth about themselves, much less about opponents. Four of five believe some, most, or all candidates do not tell the truth about opponents. Three of four believe some, most, or all candidates will do whatever it takes to win. These contradict the values residents identified as critical to building trust: honesty, acting with integrity, responsibility, dependability, and accountability.
- **UNACCEPTABLE BEHAVIOR:** Residents were also very clear that what are often typical behaviors during campaigns are not acceptable during a race in Santa Clara. They were asked about six scenarios involving half-truths, scare tactics, last-minute mailers, only criticizing the opponent, and never criticizing the opponent. For example, the least acceptable of six scenarios was:

“Candidate continues to repeat statements that are factually untrue about an opponent even after the opponent responds and corrects the candidate.”

This received an average acceptability score of 1.2 out of 6, where 1.0 is the lowest score possible. Five of the six scenarios received less than 1.8 in average scores.

#### **D. CLEAR STANDARDS/CLEAR COMMUNICATION?**

The task facing the City is to develop a plan to turn these challenges into opportunities and to build on the strengths the City already enjoys. Whether the City helps residents with the challenges or not, the 2006 City Calendar has now been in use for seven months. Since the calendar focused on ethics and values in the City, resident awareness must have risen from the time of this survey.

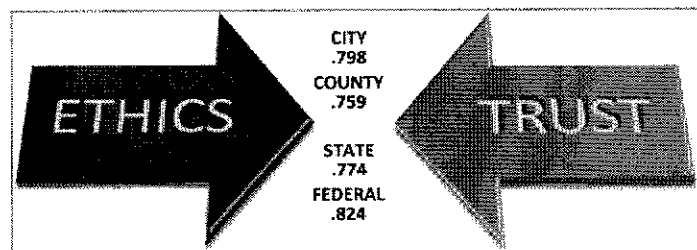
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In the *Code of Ethics and Values* and the *Vote Ethics* information, residents now have a clear set of standards and promises, and even some concrete descriptions of what those standards look like in practice. More easily than ever before, residents can judge their experiences against these ideals and draw conclusions. *Vote Ethics* makes the same thing possible in the ballot box.

When the City created its Ethics Code, it believed that the eight core values on the bottom of every page of this report were so fundamental to public trust that it made the practice of those values an ethical obligation for City officials. That belief now has empirical support, as the graphic illustrates. Ethics and trust are very highly correlated, which means that as one rises or falls, so also does the other one. A "perfect correlation" is indicated by the number 1.000. Researchers rarely see correlations as high as .798, the strength of the relationship between City ethics and City trust. The figure says that at every government level, the evaluation of ethics goes hand in hand with trust. As perceptions of ethics rise and fall, so also does public trust.

The study also shows that ethics evaluations contribute to the other areas which build public trust. Positive judgments about leaders' ethics contribute to stronger evaluations of the quality of life in the City, to feelings that the City is having a more positive impact on residents, and to a more positive evaluation of City services. Just the awareness that the City had an ethics program was enough to lead to significantly higher ratings of City impact and quality of life. Once a person was aware that the City had been recognized for its ethics program by people outside the City, that made a difference to public trust and to ethics evaluations.

**It is now time for every City official to step up to truly ethical leadership, to make ethically appropriate decisions, to conduct honorable campaigns, and to communicate honestly with residents. Public trust itself now hangs in the balance.**



This survey strongly suggests that if officials want to build public trust in the City, they should first be sure that City services continue to be excellent, and then they should focus on making values, ethics, and public trust personal priorities.

As the City conducts its campaign ethics and Vote Ethics programs again this year, residents will increasingly see that the City is taking both ethics and public trust seriously. That will encourage them to pay attention to see if those values are alive and well. Each official must do his or her part to be sure that ethics,

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values, and public trust are among their top priorities. Ethically-appropriate and values-centered action are the best way to communicate priorities to residents, but the survey suggests that communication with residents about the rationale and reasons for action may need to be clearer. Values, ethics, and public trust could become more familiar and comfortable topics for discussion, as familiar as the budget, productivity, and cost-effectiveness. Officials could make a special effort to explain how their decisions were consistent with the City's Ethics Code and also actions that the official believed would build public trust.

The researchers and the City are exceedingly grateful to the participants. The participants took the time, gave voice to public trust, called it as they saw it, and gave everyone, but especially City officials and candidates, a great deal to think about. The clear implication is that it is now time for every City official to step up to truly ethical leadership, to make ethically appropriate decisions, to conduct honorable campaigns, and to communicate honestly with residents. Public trust itself now hangs in the balance. "Politics as usual," "campaigns as usual," and "decision-making as usual" have no place in a City committed to public trust.

The City's response to this report itself now presents an opportunity to build public trust. As the City begins to discuss this survey and next steps, the researchers suggest that the City consider a three-part response: additional public discussion and public commitment, continuing practical and visible action, and seeking community partners for public trust. The first two should be the minimum response. The proposals below are examples.

**Additional public discussion:** One approach would be to invite the community to one or two facilitated discussions to review the key findings of the survey, make suggestions for building public trust, and propose ideas that could become part of a "good governance plan" staff would draft for Council consideration. The discussion would deliberately seek to expand residents' understanding of City politics and public affairs and could build in the appreciative inquiry questions proposed on the next page. At the same time, to make it easier to participate and to broaden the discussion, the City should experiment with a web forum or facilitated discussion on the web with the same goals in mind, if possible. The discussions could conclude with something concrete: a "good government plan" or a public statement re-committing the City to general or specific action for public trust.

**Continuing practical, visible action:** The City could mandate a "public trust review" as part of the City's formal decision-making process for Council, Commissions, departments, etc. Regular discussion about public trust by decision-makers is the goal. Skill-building or orientation workshops could focus on how to do such a review. The review would support two important principles:

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Make no important decision without first openly considering its impact on public trust.

Take no action without first communicating clearly to the people why this is in their best interest and how, practically, it will advance the community's good.

1. **Community partners:** A "Partners in Public Trust" program could invite professionals whose organizations themselves face crises in public trust to join a City-sponsored work-group or "community of practice." A community of practice is a group of people who share similar problems and whose members need to know what each other knows. They would seek better ways to build public trust in the City and their own organizations, improve services to Santa Clara residents, stand in solidarity with the City's Ethics Code, and support the City and each other's efforts. Members would commit to one ethics-related action by their own organizations that benefits Santa Clarans, meet with the City once a year for ethics and public trust brainstorming, and provide feedback and suggestions by email every other month. Any of this could be changed and other details worked out if the basic idea is considered desirable and sound.

The researchers suggest that the City let the two principles just mentioned guide it as it determines the best follow-up to this survey and its results.

Finally, fostering public trust takes effort on the part of officials as well as on the part of the public. One powerful reason for engaging in this effort has not yet been mentioned and is appropriate now: Public trust makes real political leadership possible.

In his book, *The Soul of Politics*, Jim Wallis describes the political leadership that public trust, and only public trust, makes possible:

...Politics can make a great difference, for good and for evil, in the ways we live together. Political leaders can appeal to people's best instincts... or manipulate their worst impulses...Which values or fears are awakened or appealed to is, perhaps, the best moral test of politics and politicians.

It is possible to evoke in people a genuine desire to transcend our more selfish interests and respond to a larger vision that gives us a sense of purpose, direction, meaning, and even community.

Real political leadership provides that very thing: it offers to lead people to where, in their best selves, they really want to go. (p.xviii).



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## II. Background Report

### A. MEASURING CONFIDENCE, ETHICS, AND PUBLIC TRUST

Residents' confidence in City services, public trust of government, and opinions about leadership ethics were the central interests of the *Resident Feedback Survey*. In asking residents about these important, often politically-charged topics, the City of Santa Clara joined a small group of cities in the nation with the courage and commitment to ask residents direct questions about trust in local government and the ethics of local leaders. Before it was ready to ask such questions and make the most constructive use of the answers, the City spent two years developing its *Code of Ethics and Values* and five years implementing it among all segments of the community, most recently residents through the 2004 *Vote Ethics* Information Campaign.

**Residents' confidence in City services, public trust of government, and opinions about leadership ethics were the survey's central topics.**

A joint City-University research team designed the project as a scientific study. They developed the survey questions, including some previously tested in national surveys and new ones targeted to Santa Clara. The research team used a computer program to make sure that every household in the City would have an

**Santa Clara now joins a small group of cities in the nation with the courage and commitment to ask residents direct questions about their trust of the local government and the ethics of local leaders.**

equal chance of being selected for the scientific random sample. That sample was invited to participate in this study.

With input from the City throughout the process, University researchers administered the survey (online and in a paper version), conducted the statistical tests, and wrote this report. Throughout the project, City staff facilitated communications with the City Council,

City Manager and other staff, residents, and media.

This survey measured public trust and other important resident opinions as they existed in the City in late January 2006. The report presents those results, as well as the results of statistical tests exploring how those opinions related to one another at the time of the survey. Because participants were selected at random from across the City, this report represents the opinions and attitudes of the whole City, with a small margin of error typical of all scientific surveys. For this survey, it is +/- 4.5%.

The survey provided the City with first-time measurements of public trust and other important resident attitudes and opinions. These will be used in the future to help the City understand how and why these attitudes change.

## **B. THE IMPORTANCE OF PUBLIC TRUST**

The U.S. political system is a representative democracy. Politicians (as well as the people they represent) hold radically different positions on many topics. Yet, widespread agreement exists on one key point: the ability of the government to function effectively—or to act at all—comes from the consent of the governed, in direct proportion to how much the public trusts officials to operate in the public's best interests. As public trust declines, the government loses its moral authority, may lose its legal authority, and is unable to function effectively.

**The ability of the government to function effectively—or at all—comes from the consent of the governed, in direct proportion to how much residents trust officials to operate in the public's best interests.**

Beyond that, evidence<sup>3</sup> is mounting that the loss of public trust is related to a decline in voter turn-out, increased difficulty to recruit volunteers for appointed positions, lower morale among public administrators and their increased departure to the private sector, and a growing trend (especially in states with initiative processes) for the public to reserve to itself practical decisions that are often better made by experienced elected officials and career professionals (e.g., land use decisions).

## **C. TRUSTING THIS REPORT**

The research team took steps to avoid two dangers that often prevent honest assessments of ethics and public trust in cities:

- Bias (i.e., prior beliefs and experiences that, consciously or unintentionally, prevent impartial judgments and impede the truth);
- Ethically questionable uses of ethics survey results.

Elected and appointed officials often have a bias against “bad news,” especially in an election year. Since many ethics programs develop in response to crisis or scandal, City leaders often think about “ethics,” “complaints,” and “problems” as inextricably linked. Many have experience with ethics surveys generating more problems than the City has the resources to address.

<sup>3</sup> See, for instance, the evidence cited by former Defense Secretary James Schlesinger in *Trust and the Public Service*, the First Annual Elliot Richardson Lecture, delivered to the American Society for Public Administrators at Rutgers University (Newark, N.J.), March 11, 2001, <http://unpan1.un.org/intradoc/groups/public/documents/aspa/unpan002996.pdf>.

As a result, many cities conduct regular satisfaction surveys, but rarely ask about the behaviors of City leaders, the strength of their ethics, or the trust they foster. In addition, some cities have seen even their ethics programs politicized and the results of surveys used for negative attack ads during political campaigns.

**Many cities conduct regular satisfaction surveys, but rarely ask about the behaviors of City leaders, the strength of their ethics, or the trust they foster.**

If ethics or trust make it through to the survey itself, officials will often write such general questions that it is difficult, for example, to know which level of government the question is asking about. Sometimes results from sensitive questions are left out of public reports or they are presented in such a way that a negative result appears to be positive.

None of this happened in Santa Clara. The survey was included in the Council's adopted goals. No one placed restrictions of any kind on the questions the research team could ask. No one influenced or attempted to influence the results or the way they were presented.

The City Council and the City Manager supported an open, honest, and impartial survey – during an election year. Residents should expect nothing less, but should recognize that this always takes courage and character. "An unrestricted survey" is what ethics "looks like" for people practicing the eight values on the bottom of this page. These are the behaviors City leaders promise to practice when they sign on to the City's *Code of Ethics and Values*.

**The City Council and the City Manager supported an open, honest, and impartial survey, during an election year. Residents should expect nothing less, but should recognize that this always takes courage and character.**

The research team also took steps to prevent unintentional bias on its own part, always a concern with surveys since researchers may see only what they want to see or unfairly manipulate the statistics until they find what they set out to find. Aware of this possibility, and especially because the author of this report is also the City's Ethics Consultant, the research team asked Dr. Christine Bachen, a City resident and a survey research expert at Santa Clara University, to review the survey and the results to be sure they were both as

bias-free as the research team could make them.

Even with these efforts, the standard disclaimer is still appropriate: Any opinions, interpretations, or conclusions in this report are those of the author and do not necessarily represent the opinions of the City of Santa Clara, the City

Council, or City Staff, nor do they represent the opinions of Santa Clara University or any of its departments.

The research team wishes to thank the survey participants for their time, their honesty, and their insights. The team urges survey participants and all the City's stakeholders to offer comments and suggestions on ways the City might use the results in the future.

#### **D. THE ETHICS CHALLENGE TODAY: "LEAD FROM LIGHT"**

The ethics challenge now shifts to everyone who will use these results, especially City leaders and candidates for public office. "Lead from light," author Parker Palmer urges government officials.

In the Santa Clara *Code of Ethics and Values*, the City identified eight values so fundamental to public trust that they became the standards City leaders and residents alike use to assess whether leaders are operating "at their best" for the community.

In this survey, residents said that behaviors based on these values are the most important for public trust: honesty first, followed by (in order) responsibility, accountability, impartiality, fiscal prudence, integrity, and dependability. These are very consistent with the City's already existing *Code*.

(See Appendix A.)

**In the *Code of Ethics and Values*, the City identified eight values so fundamental to public trust that they became the standards City leaders and residents alike use to assess whether leaders are operating "at their best" for the community.**

**As leaders' ethics becomes more questionable, residents are more likely to lower their estimates of quality of life and say that they feel more unsafe in the city, that the City is not as good a place to work or do business, not as good a place to raise a family, spend leisure time, or retire.**

One of the most striking findings in the survey is that perceptions about the ethics of leaders are directly tied to public trust, to residents' satisfaction with City services, and to perceptions of "quality of life" in the City. As public perception of ethics rises and falls, so also do public trust and confidence in the City's government and services.

Perhaps even more striking is the finding that as ethics perceptions rise or fall, so also do people's judgments of the quality of life

in the City.

To be more specific, if a resident judges that City officials are acting in ethically questionable ways, the ethics rating goes down, but so also does public trust in

ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

the government and public confidence in the City's services. As leaders' ethics becomes more questionable, residents are more likely to lower their estimates of quality of life and say that they feel more unsafe in the City, that the City is not as good a place to work or do business, not as good a place to raise a family, spend leisure time, or retire.

People often go into public service to improve others' quality of life. The survey reminds public officials that the policies and programs implemented under the leader's watch do impact quality of life. In the City of Santa Clara, quality of life is directly correlated with residents' perceptions of leadership ethics. The relationships among ethics, quality of life, trust, and city services, and a few other measures are among the most statistically strong results in the survey.

This finding provides empirical support for one of the basic messages the Ethics Program gives to leaders: "Every decision involving ethics either contributes to public trust or tears it down. There is no steady state. Every decision you make for good or bad impacts on the lives of City residents. Do your best to lead from light."

**Not only do candidates have to worry about winning, but at the very least they have an obligation to do no further harm to public trust.**

"Leading from light" is the exhortation of author Parker Palmer. The survey provides clear empirical support for this approach to leadership:

**A leader is a person who has an unusual degree of power to project on other people his or her shadow, or his or her light. A leader is a person who has an unusual degree of power to create the conditions under which other people must live and move and have their being.... A leader is a person who must take special responsibility for what's going on inside him or herself, inside his or her consciousness, lest the act of leadership create more harm than good.** (Parker Palmer, *Leading from Within*, available online at <http://learninginaction.com/PDF/Leading.pdf>.)

Public trust is very much at risk during campaigns for office. Most residents have very clear ideas about acceptable and unacceptable campaign behavior. This places a greater burden on candidates, and all who support them: not only do candidates have to worry about winning, but at the very least they have an obligation to do no further harm to public trust. With a little effort, they can role model the behaviors that residents say build trust, being: honest, responsible, and acting with integrity.

For some residents, this survey fostered the trust it was asking about. Given that, residents are likely to lose trust if the results are now used in ethically inappropriate ways. Drawing from the campaign scenarios residents found

unacceptable (see pp. 39, 40 and 41), the survey suggests that residents are likely to lose trust if the results are used to:

- launch an unfair attack on individuals or groups,
- advance narrow political or personal interests or ambitions,
- blame someone or some group unfairly,
- take credit for something that many people had a hand in creating,
- support a person, policy, or issue by overstating, understating, fabricating, denying, or evading the truth of these results.

## E. APPRECIATIVE INQUIRY

The previous section is a good example of how the City's Ethics Program works. It was designed to be practical, translating a set of core values into everyday

**Living up to their ethical potential does not require City leaders to possess superpowers or**

behaviors, strengthening decision-making, and providing skills training to remove obstacles to ethically appropriate behavior. The vision for the Program was also positive. Rather than focusing on how to detect and deter unethical behavior, the program presented a vision of the City "at its best," living up to its potential in the practice of ethics and the other City Core Values.

Living up to their ethical potential does not require City leaders to possess superpowers or to be saints. Instead, the *Code of Ethics and Values* describes behaviors the City and all of its leaders already practice when they are **at their best** in their treatment of residents and each other, again behaviors that are listed on the bottom of each page of this report.

"Why not 'at our best' every day?" became the motivating vision for the Ethics Program, with implementation focusing on the skills to make that vision increasingly a reality. The City's recognition programs, "Ethical Campaigning" program, and *Vote Ethics* program for residents all contributed to "at our best" every day.

***Appreciative inquiry* asks people to discover what is working in the organization and gives it energy, to dream about a future vision of what the City really can be, and to determine the steps to get from here to there.**

It is now up to the City—leaders, residents, and friends—to determine a similar programmatic approach based on the results of this survey and other input. Important to that effort is understanding one of the central ideas guiding various parts of the Ethics Program and the survey. That idea is ***appreciative inquiry***.

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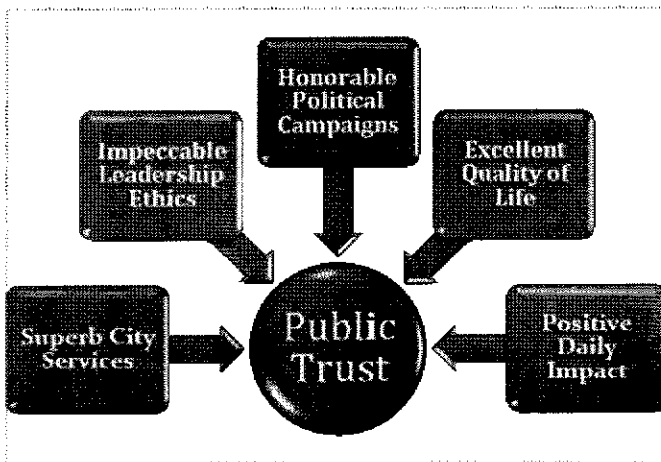
ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

**Appreciative inquiry** is both a program philosophy and a set of research methods. It focuses people's energy on what is working well and contributing to the City's growth. It directs energy away from what is broken and a problem. Instead it identifies what is working in many places in the organization and it asks, "How can we get this same energy and accomplishment working throughout the organization?" It encourages people to *discover* what's working, *dream* about a future vision of what the City really can be, and *determine* the steps to get from here to there.

In a similar way, appreciative inquiry motivates the key questions the Santa Clara community must now address:

1. Where, when, and how is the City *at its best* in fostering public trust today?
2. What is the City's most compelling "practical vision" for the future of public trust here in Santa Clara?
3. What manageable next steps can the City take to build upon its successes and begin to make the "practical vision" real? In other words, how does the City get from here to there?

## F. FOSTERING PUBLIC TRUST: LESSONS LEARNED



This report defines *public trust* as the people's belief that they can confidently rely on their government to work for the good of the whole community and to act—at all times—in the people's best interest. Not surprisingly, the results show that public trust is complex and that many resident experiences and perceptions impact it.

As a result of this survey, however, the City has identified five factors that have a very strong impact on public trust. These are shown on the cover

and in the illustration. These may change as the City's knowledge grows. Today, however, the City can move forward with its plans and programs based on the results of this survey.

To begin the City's discussion, the researchers offer this set of initial conclusions and suggestions--lessons learned or suggested by the study. The City and the researchers welcome readers' comments, alternative interpretations, and additional conclusions.

1. **Public trust is dynamic.** It rises or falls as residents have experiences and form perceptions in five key areas. In the illustration, public trust relies on

ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
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the factors below it. If those factors are stable or growing positively, so also is public trust. But if they are balanced precariously themselves or disappear altogether, public trust tumbles.

2. **Public trust is built on the good work of everyone and every department delivering services.** Residents are more likely to trust the City to serve their best interests if, in fact, City services already do. Continuous improvement and good communication with residents has contributed to the high evaluations in this area. City services also have a defining impact on the next two factors.
3. **Public trust goes hand in hand with a basic perception that the City impacts daily life in significant, positive ways.** Trust does not grow if the perception of the City's impact is "too little to tell" nor does it grow if a resident feels the impact on everyday life is negative.
 

**Make no important decision without first considering its impact on public trust.**
4. **Public trust is linked with residents' beliefs that they enjoy an excellent "quality of life" overall,** as well as in other important areas: safety, raising a family, working, relaxing, and retiring. The more positive the impact and the higher the quality of life the more residents trust that this City delivers in the areas residents often care most about.
5. **Public trust is intimately connected with judgments about the ethics of City officials.** Residents develop "confident reliance" on officials who consistently demonstrate the behaviors that residents say most build public trust: honesty, responsibility and dependability, integrity, fiscal prudence, impartiality, and accountability at all times, whether they are in public or in private. Residents especially do not trust officials who appear to serve private or special interests over the public's best interests.
6. **Public trust rises and falls during campaigns as residents form positive or negative perceptions of candidates and campaigns.** Candidates for public office in the City strengthen or weaken public trust based on their actions and what those actions communicate to residents about honesty, integrity, and responsibility.
7. **To strengthen public trust or, at the very least, to do no further harm to it, candidates and City officials need to consider carefully residents' current point of view about campaigns and to plan accordingly.**

The survey results indicate that residents typically:

- Believe they can have "a big impact on making the City a better place to live."

- Eight out of ten say they vote in local elections, with almost half saying that voting is "the only way people like me can have any say in how the City government runs things."
- Yet, despite a strong voting record, almost half say they "don't know" if elections in the City have gotten better, worse, or stayed the same in terms of ethics and values,
- Say they do not know much about City politics and public affairs, most do not talk with their friends about politics and public affairs, and almost half find these topics too complicated "for someone like me to understand."
- Yet, when presented with campaign scenarios, residents have very clear ideas of what is acceptable and unacceptable behavior.
- Think most candidates conduct ethical campaigns and tell the truth about themselves,
- React very negatively to any form of candidate dishonesty, and
- Believe the City has an appropriate cap on campaign spending.

Residents also typically:

- Feel they do not have enough information to make an informed voting choice,
- believe most candidates do anything it takes to win,
- believe candidates do not tell the truth about opponents and fail to take responsibility to control the unfair attacks on opponents by supporters,
- value dependability and accountability, and one of four found the *Vote Ethics* material very useful.

8. Anytime one of the five factors (campaigns, City's impact on people/ residents' daily lives, City services, quality of life in the City, and leaders' ethics) come to the attention of the public, it will have an impact on residents' perceptions, and that will either build public trust or weaken it. The study suggests that programs that are most likely to foster public trust should involve:

- a. **Public discussion**, printed resources, study session or other forms of training designed to help residents make sense of the topic at hand. Given the number of people who feel they do not know enough about City politics and public affairs, **some effort should be made to build the public's knowledge base.**

For example, this report could lead to a public discussion of its findings, perhaps using the three appreciative inquiry questions on p. 23 above. This could conclude with a public recommitment of the City to fostering public trust, or to something else where the community can come together to learn and to work together to build the City. Such events also present the opportunity for internal and external communication, both of which the study suggests should be used to build awareness.

- b. **Practical, visible action** designed to keep public trust a top-of-the-mind concern as City officials and staff go about doing their regular work. On page 15, one such action was suggested--a "public trust review" using two guiding principles as part of the City's decision process for important decisions:
- i. **"Make no important decision without first considering its impact on public trust."** Staff analyses and public comments would raise issues of potential impact on public trust during the public discussion.
  - ii. **Take no action without first communicating to the public how this action advanced the community's good and why the decision-makers believe it is in the resident's best interest.**

Such a process could enhance open government and transparency, tie decisions more explicitly to the City's Ethics Code, improve resident understanding, and take the Ethics Program to the next level.

- c. **Finally, spread the word.** Make use of communications inside and outside the City. Recruit partners who can help to make residents aware of the City's efforts. A "Partners for Public Trust" Program, spearheaded by the City, was mentioned earlier. It could invite institutions and businesses in the City to face their own crises in public trust and, as partners, to help the City develop strategies and provide on-going 'feedback and suggestions.'

### III. Research Summary

The first step was to create an ethics code that would be a useful tool for the everyday ethics issues and decisions that are a regular part of making policy and providing services in a 21st Century municipality.

The long-term goals were to make a good community into a great community; to engage City officials, candidates for office, and City staff in a continuous improvement process; and to deepen the respect and the mutual trust of residents, elected and appointed officials, and City staff.

After an extensive public process, the City Council adopted a new Santa Clara Code of Ethics and Values in August 2000. City officials promised residents that the City's eight core values (listed at the bottom of the pages of this report) would be integrated into the everyday work of City Hall. The challenge the City accepted was to make the Code of Ethics and Values real every day.

From the beginning, the mission of the Ethics and Values Program was to foster public trust and confidence in the City's government and services by promoting and maintaining the highest standards of professional conduct among elected and appointed officials, City staff, and City volunteers.

#### A. SURVEY GOALS

For the past five years, the City has implemented a comprehensive ethics program for City officials, staff, and residents. When the Code was adopted, the Council also agreed to assess the Program and revise the Ethics Code as necessary to keep it a living document.

This survey was conducted to meet current City Council goals to take the Ethics Program to the next level, assess the first five years of the Ethics and Values Program, plan future programs, and determine opportunities and methods for further communication with citizens about ethics and values.

To meet these purposes, the survey asked residents about government trust, the City's impact on residents, public confidence in City services, quality of life in the City, leadership ethics, and the behaviors that foster public trust, especially during political campaigns. It assessed awareness and impact of various parts of the Ethics Program, especially the Code of Ethics and Values and the City's 2004 Vote Ethics information campaign.

#### B. ADMINISTRATION

Residents in 3200 randomly selected Santa Clara City households were invited to participate in the study's scientific sample. Residents from 323 households

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ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

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eventually filled out surveys (Appendix F), yielding a response rate of 10.1%, slightly lower than typical rates of 12% to 14% for similar surveys.

Every household in the City had an equal chance of being selected for the survey. From a list of all household addresses, a computer selected the initial list of households randomly, using a process similar to picking addresses out of a hat. Each selected household received a letter and two follow-up postcards inviting up to two residents over the age of 18 to fill out the survey online or using a paper version. The survey took 20-30 minutes to complete.

Seven of the 323 households submitted surveys from two residents, yielding a total sample size of 330 completed surveys. A random sample of this size is representative of the entire population of the City of Santa Clara with a margin of error of plus or minus 4.5%.

### C. SURVEY PARTICIPANTS

The average age of the 330 residents in the scientific sample is 51, with ages ranging from 19 to 93. The group is almost equally divided between men and women. They have lived in the City an average of 18 years as adults, with individuals ranging from one year to 55 years. Three out of four own their own home; the rest are renters.

Table 1 shows the percentage of racial and ethnic background of the City and the survey participants. Column "A" shows the Census 2000 data. Column "B" are the data for the scientific sample.

About three out of four participants is white; about one in 10 is Asian; almost one in ten identifies as "some other race" and about one in 14 identifies as Hispanic. The sample shows some diversity and representation across racial and ethnic backgrounds, but not as much as the researchers had hoped. This is a weakness in the study.

About a third have completed high school or taken some college courses. Another third have college degrees. The final third have taken graduate courses or have a graduate degree.

Only one in 14 has been involved as a City official or City staff, run for office, or volunteered in a campaign. About one in four had occasional or frequent contact

TABLE 1  
RACIAL BACKGROUND  
CENSUS 2000 (A) AND SAMPLE (B)

RACIAL BACKGROUND	A	B
White	56	74
Black/ African American	2	2
Am. Indian/ Alaska native	1	1
Asian	29	11
Native Hawaiian/ Pacific Isl.	.4	1.2
Some other race	7	9.8
Two or more	5	
Hispanic	16	7

with the City Council prior to completing the survey. About one in three said they had occasional or frequent contact with City staff.

Almost 8 out of 10 residents said that they usually vote in Santa Clara City elections. About the same number said they voted in the 2004 election. The percentage of actual voters in 2004 was not readily available for comparison.

The majority of the sample do not have extensive involvement with the City or the personal experience and knowledge that comes from such involvement. In this, the sample looks very much like the large majority of City residents, who do not have much involvement with the inner workings of the City.

#### D. PUBLIC TRUST

Public trust was defined in practical terms as residents' responses on a 6-point scale to Question 11: "In general, how much trust, if any, do you have that each of these groups will serve the best interests of the people it is elected to represent?" Residents were asked to rate the "Federal Government in Washington, D.C.," "California State Government," "Santa Clara County Government," and "Santa Clara City Government." The rating scale was defined as: "1= 'No trust,' 6='Great deal of trust,' and 2 through 5 are in between."

Throughout the survey, 1 represents the lowest rating; ratings of 3, 2, or 1 are on the negative side of the scale. 6 is the highest rating; ratings of 4, 5, or 6 are on the positive side of the scale.

**One out of every two Santa Clara residents gave the City trust ratings of 5 or 6, the highest scores they could give.**

More than three out of four residents gave the City a positive trust rating of 4, 5, or 6. This is exactly the reverse for the Federal Government, where more than three out of four residents chose a negative rating of 1, 2, or 3.

It is not surprising that residents trust their local governments more than Federal or State governments. Previous research, some of which is discussed in the Technical Report, confirms that City and County governments are the most trusted. Residents are likely to have more positive first-hand experience or direct contact with local officials than officials at the other levels.

The important finding here is that Santa Clara residents trust the City much more and Federal and State much less than in other comparable surveys (discussed in the main report).

One out of every two Santa Clara residents gave the City trust ratings of 5 or 6, the highest scores they could give. One out of four gave their highest scores to

the County. Only one out of 10 gave these trust ratings to the State or Federal Governments.

In contrast, only one in ten gave the City the lowest trust scores they could (1 or 2.) One of four or five gave their lowest trust ratings to the State and Federal Governments respectively.

Average trust scores, calculated from the individual ratings, have a possible range from a low score of 1.0 to a high score of 6.0. An average trust score between 1.0 and 3.0 is on the negative side of the scale, while 3.01 to 6.0 is on the positive side.

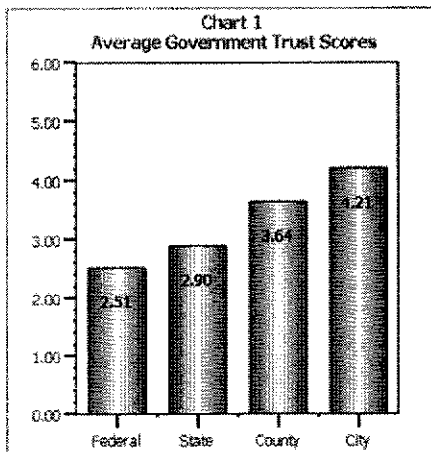


Chart 1 shows that the Federal and State governments both received average scores on the negative side of the scale. The Federal Government had an average trust score of 2.5; the State's score was 2.9. The County and the City both received average scores on the positive side of the scale, with 3.6 for the County and 4.2 for the City.

The results clearly show that residents trust the City's elected officials more than County officials and much more than either State or Federal officials. Even so, about one out of

four residents gave the City an individual trust rating on the negative side of the scale, with 14% - 3, 5% - 2, and 4% - 1 (or "No trust"). These residents have little to no trust that City officials are representing residents' best interests. Fostering public trust should continue to be an important activity for the City.

Attention should be given to methods that would yield smaller percentages of people giving the three lowest trust ratings. At the same time, strategies should be implemented to maintain and strengthen the positive public trust the City already enjoys.

**Fostering public trust  
should continue to be  
an important activity  
for the City.**

A few years ago, a writer for *Newsweek International* described the critical importance of public trust for every government level:

**Democracy is the most delicate of political systems. Kings had divine right. Tyrants use force. But the authority of democratically elected leaders draws on nothing more substantial than a contract with the people: legitimacy hangs from a single skein of**



public trust. That trust cannot be obtained by force or mandated by law. It is an unmatched power source—politicians whom people trust can do almost anything—and the indispensable attribute of a democratic political culture. Without trust, democracy dies (Newsweek International, July 23, 2004).

Fostering public trust at the City level is especially important because the survey shows that people tend to be consistent in their trust of government. If someone gives a positive rating to one level, he or she tends to give positive ratings to the other levels. Similarly, someone giving negative trust ratings to one level gives similar low ratings to the other levels. This finding is statistically significant, which means it is unlikely to have happened by chance.

National polls show that public trust in Federal and State governments is currently dropping. At such a time, the City has even a greater need to take positive steps to foster public trust in the government level closest to the people. These steps should seek to offset any decline in public trust at the City level as a result of a decline in trust at the Federal or State level.

## E. GOVERNMENT IMPACT

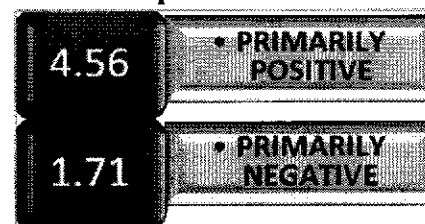
The survey shows that some experiences and perceptions are critical to public trust for Santa Clara residents. One such factor is the resident's perception of the government's impact on day-to-day life.

Question 10a asked: "Based on your experiences, how much impact, if any, does each of these groups have on your day-to-day life?" Again, residents were asked to rate each of the four government levels by choosing a number from 1 ("No impact at all") to 6 ("Great deal of impact"). Question 10b then asked residents whether they would describe the impact as "primarily negative, primarily positive, or too little to tell."

About 70% of residents say that City has a "primarily positive" impact on their lives. About 50% say the same for the County and the State. About 30% are positive about the Federal Government's impact.

The differences are more striking among those saying the impact is "primarily negative." About one out of three residents are negative about State and Federal impact, compared to one of 17 for the County and one of 25 who are negative about the City's impact.

**Figure 1**  
**Impact and Trust**



Trust and impact go hand in hand. Figure 1

shows that those who perceive the City's impact on day-to-day life as "primarily positive" have much higher trust scores (4.56) than those who perceive the City's impact as "primarily negative" (1.71).

Two other sets of results, quality of life and satisfaction with City services, help to clarify how residents develop positive or negative perceptions of the City's impact.

## F. QUALITY OF LIFE

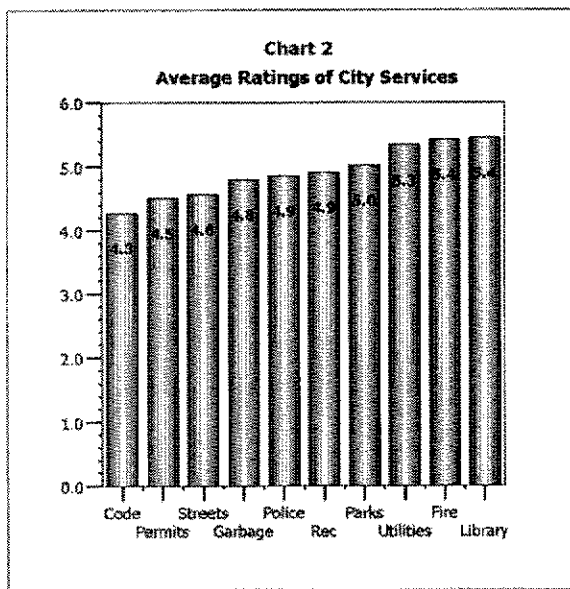
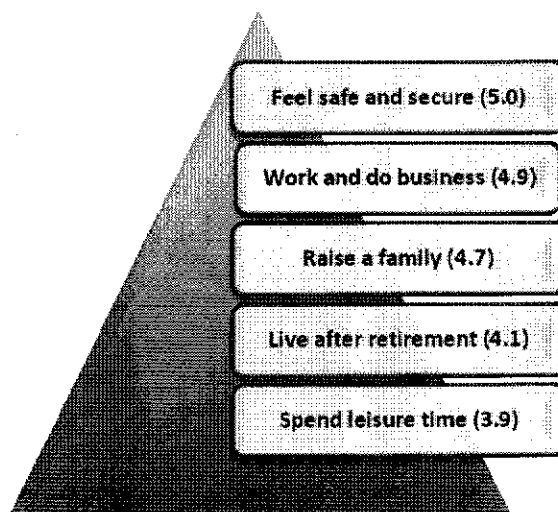
Question 7 asked, "How would you rate the City of Santa Clara as a place to feel safe and

secure, live after retirement, raise a family, spend leisure time, work and do business, and overall as a place to live?

Again, residents used a 6-point rating scale, where 1= "poor" and 6="excellent," with 2 through 5 in between.

Figure 2 shows that residents rate the City very highly on safety, business, and raising a family, with average scores at about 5 out of 6. Retirement and leisure time receive lower, but still positive ratings, at about 4 out of 6.

Figure 2  
Quality of Life Ratings



The rating for "overall as a place to live" is also very high (4.9).

## G. SATISFACTION WITH CITY SERVICES

Residents were asked to rate ten City services, again using the 6-point scale, where 1="poor" and 6="excellent". The results indicate very high satisfaction with City services.

Chart 2 shows that the average ratings ranged from 4.3 for Code Enforcement to 5.4 for the Fire Department and the Library.

3

Rounding the numbers using a standard rounding rule shows that all services, except one, are rated very highly, at about a 5 out of 6. Code Enforcement and Permits were rated about a 4 out of 6, which is still on the positive side of the scale, but as is discussed on page 80, because between 1/3 and 1/2 of residents answered "don't know" or had no experience.

The average service rating given by individual residents was also calculated. Three out of every 4 residents rated department services on average from 4.5 to 6.0 on the 6-point scale. One out of every four residents gave departments an average service rating from 5.51 to 6.

## **H. CITY SERVICES, QUALITY OF LIFE, AND PUBLIC TRUST**

Not surprisingly, public trust in City officials is strongly related to residents' evaluations of City services and their perceptions about quality of life. Specifically:

- The more satisfied a resident is with City services in general, the more he or she is likely to judge overall quality of life to be very good.
- The more satisfied someone is with City services, the more proud they are to tell people they live in the City of Santa Clara.
- The more proud they are, the more they believe the City is going in the right direction.

**Every City service contributes to public trust; as each Department's rating rises or falls, so also does public trust.**

Pride, the sense of "right direction," and a high resident rating of quality of life in the City—all are directly related to increases in public trust.

The more satisfied a resident is with City services, the more trust the resident has that City Officials are operating with the residents' best interests at heart.

The reverse is also true: the less satisfied the resident is with City services, the more dissatisfied the resident with quality of life and the lower the public trust.

All the relationships reported in this section are statistically significant, i.e., very unlikely to have happened by chance.

## **I. FOSTERING PUBLIC TRUST**

Survey results presented so far suggest that to foster public trust, the City should work to strengthen any of the factors influencing that trust:

- the perception that the City's impact is primarily positive;

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ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

- the sense of pride in the City and the perception that the City is going "in the right direction;"
- the positive evaluation of the City as a safe place, a good place to conduct business or raise a family, a good place to retire and to spend leisure time;
- the perception that the City is, overall, a good place to live;
- the evaluation of City services as a group or by individual department, since the findings show that every City service contributes to public trust; as each Department's rating rises or falls, so also does public trust.

## J. NO IMPACT ON PUBLIC TRUST

Statistical tests show that public trust is not related to age, gender, home ownership, whether someone plans to live in the City in five years, or whether the resident is a Democrat or a Republican. This means that the groups within each category (e.g., women and men) assign virtually the same trust scores.

Similarly, a resident's prior involvement with the City as a candidate, elected official, staff member, or volunteer has no impact on how much they do or do not trust the City, nor does involvement make a difference in judgments about the ethics of elected officials.

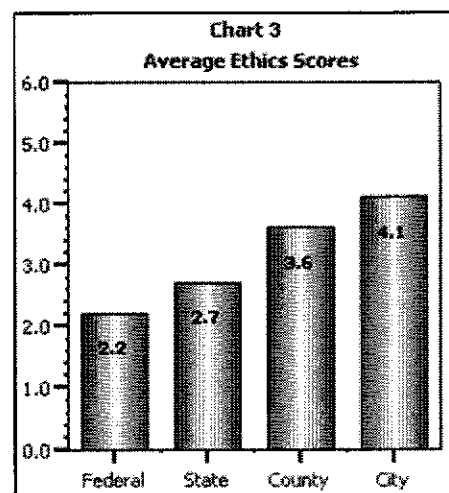
Prior involvement *does* make a difference in perceptions of the impact of the City on day-to-day life. Those involved give higher impact scores than those who are not involved.

Similarly, Council or Staff contact influences perceptions of City impact. Not surprisingly, those with more Council or Staff contact give higher impact scores than those without such contact.

## K. GOVERNMENT ETHICS

Question 12 asked the first of a number of questions concerning ethics and values: "In general, how would you rate the ethical behavior of each group?" Residents were again asked about all four government levels and again used the six point scale, with 1="poor" and 6="excellent."

The results shown in Chart 3 are very similar to those for public trust. The lowest average ethics score (just about a 2 out of 6) is given to the Federal Government. The State is next,





at around a 3. Both of these scores are on the negative side of the scale. The

**Table 2**  
**Comparison of % Assigning Lowest**  
**and Highest Ethics Scores by Gov Level**

Gov Level	"Poor"(1)	"Excellent" (6)
City	1 of 20 (5%)	1 of 11 (9%)
County	1 of 20 (5%)	1 of 50 (2%)
State	1 of 6 (18%)	1 of 100 (1%)
Federal	1 of 3 (37%)	1 of 100 (1%)

County jumps almost a point to just about a 4 and the City is slightly higher with a solid 4 out of 6. The City's score is almost twice the score for the Federal Government.

An examination of the way residents distributed their highest and lowest ratings helps to explain the differences among the government levels.

Table 2 shows that the State and Federal Governments received residents' lowest scores of 1 ("Poor")

far more frequently than the City or County. The highest rating of 6 ("excellent") was given to the City by one of 11 residents and to the State and Federal Governments by one of 100.

About seven out of every ten residents rated City officials on the upper side of the scale (4 through 6). About three out of every ten rated City ethics on the lower side of the scale (1 through 3).

Again, the dramatic differences between the City and the Federal Government should not hide the fact that 10% of City residents have a poor perception and another 15% are less than satisfied with the ethics of Santa Clara City Government Officials. As it implements strategies to foster public trust, the City should also implement strategies designed to strengthen both the behavior of City officials and residents' perceptions of such behavior. Again, survey findings presented in the next sections will suggest some of the most promising strategies.

## **L. THE CENTRAL ROLE OF ETHICS**

Continuing to promote the highest standards of conduct for City officials is important because ethics and public trust go hand in hand. At every level of government, those who rate ethical behavior highly also have higher levels of public trust. Similarly, lower ratings of ethical behavior are accompanied by similarly lower ratings in public trust.

**The strongest predictor  
of public trust is the  
resident's perception of  
the ethical behavior of  
City officials**

The strongest predictor of public trust is the resident's perception of the ethical behavior of City officials. The fact is that public trust rises or falls on something as imprecise as the judgments people make of other people's ethics. It is often said, "good ethics is good politics." This study shows that good ethics is integrally connected to strong public trust.

Good ethics is fundamental not only to public trust, but to every activity that fosters public trust. Positive ethics evaluations are linked to positive judgments about City impact, greater pride in the City, stronger convictions that the City is going in the right direction, more positive evaluations of City services, and more favorable ratings of the City's quality of life.

In short, the study shows that: the more the resident believes that City officials are acting ethically, the more satisfied the resident is with Santa Clara services and the more likely the resident is to say that Santa Clara is a safe place and a very good place to raise a family, work, relax, and retire.

Ethics ratings are not related to gender differences, party differences, age, involvement, prior contact with the Council or City staff, a resident's voting record, or whether they were aware of the Ethics Program as a whole or of its individual components.

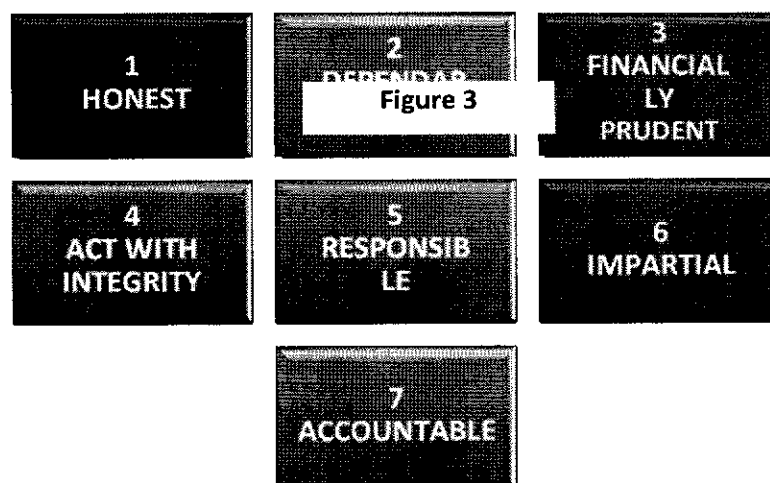
## M. BEHAVIORS NECESSARY FOR PUBLIC TRUST

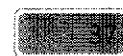
Residents were given a list of 25 leadership behaviors "that Santa Clara and other cities have identified as important to the public's trust of their local government." Question 19 asked residents how important each one was "in order for you to have trust and confidence in the City's government and services."

Question 20 then asked, "Which five do you believe are the most important behaviors City leaders ought to practice in order to deepen public trust and public confidence?"

For Question 19, residents rated every one of the 25 behaviors at a 5 or above. All are important to public trust.

The results for Question 20 are shown in Figure 3. Honesty is at the top of the list of the most necessary leadership





behaviors for public trust.

The two questions yielded the same list of behaviors but in a slightly different order. Question 19 listed "concern for the environment" next, while Question 20 listed "respect" as the next most important behavior.

This finding suggests two follow-up activities: first, to highlight these behaviors which are already included in the *Code of Ethics and Values*; second, to use study sessions or other means to further develop the abilities of City officials to recognize and respond to opportunities to practice these behaviors during their regular work for the City.

## N. ETHICS PROGRAM AWARENESS

Awareness of the Ethics Program is low, making the relatively high Ethics Evaluation and the Public Trust scores all the more remarkable. The *Code of*

**Two out of five residents are aware of the six year-old *Code of Ethics and Values*. Half the residents say they were not at all aware over the last five years that the City was implementing a program in ethics and values for City leadership.**

*Ethics and Values* enjoys more awareness than any other part of the Program. At that, just about two out of five residents are aware of the six year-old *Code of Ethics and Values*. One out of five residents were aware of the 2004 *Vote Ethics* public outreach program. This may be a high percentage for a new program, especially if it is compared with Ethics Code awareness. After one year, *Vote Ethics* has half the awareness that the Ethics Code has after six years.

Half the residents say they were *not at all* aware over the last five years that the City was implementing a program in ethics and values for City leadership. Another one in four was *not very* aware. About one in six is aware of the Campaign Finance Ordinance and that Santa Clara has received state and national recognition for its Ethics and Values Program.

Awareness of the recognition the City has received makes a difference in the way residents evaluate the ethics of public officials. Those aware of the recognition evaluated the ethics of City officials more positively than those who did not know about the recognition.

Those who are most aware of the Ethics Program are those who have been involved with the City, voted in 2004, have a history of voting, and had contact with the City Council and/or the City staff. Gender and party affiliation were not related.



Despite the small numbers of people who were aware of the Ethics Program, program awareness makes a difference in a number of ways with the important measures in this study. Table 3 explores whether awareness of the Ethics Program overall or any of its components has an impact on the ratings residents give City impact (impact of the City on day-to-day life), overall quality of life (Santa Clara overall as a place to live), City ethics (rating of the ethical behavior of the City government) and Public trust (trust that the City government operates in the best interests of residents.)

It turns out that if residents have any awareness of the Code of Ethics, the Ethics Program, or any of its components, they give statistically higher scores on the measures marked with "Yes" in Table 3 than residents who are not aware. Awareness of the campaign workshops is the only exception to this. Fewer than one in ten were aware of these workshops.

The City impact score is most directly influenced by awareness of Ethics Program components. The Code of Ethics and Campaign Finance spending cap also give high quality of life scores.

The most interesting finding concerns awareness of the recognition the City has received for its ethics work. That awareness leads to significantly higher scores for impact, quality of life, City ethics, and City trust.

These findings make sense. It may very well be that residents are somewhat skeptical of the impact of Ethics Programs, and may think it is more for show than for substance. Recognition by outside agencies allow the resident to suspend their disbelief and skepticism, since reputable other agencies think the City's effort is worthwhile.

Table 3 Aware Residents Rate City Higher				
AWARENESS	City Impact	Overall Quality	City Ethics	Public Trust
<b>General awareness</b>	YES			
<b>Code of Ethics</b>	YES	YES		
<b>Vote Ethics</b>	YES			
<b>Recognition</b>	YES	YES	YES	YES
<b>Study Sessions</b>	YES			
<b>Orientation</b>	YES			
<b>Campaign Finance</b>		YES		
<b>Campaign Workshop</b>				

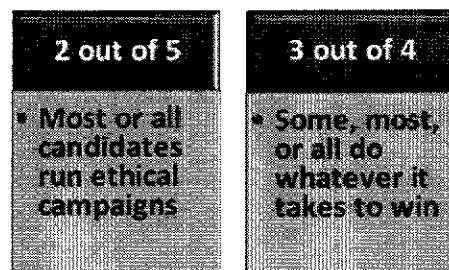
This has practical implications for the City. Develop a plan to raise people's awareness of the Ethics Program, but be sure the methods for raising awareness appear to be more than public relations or self-promotion, especially since this is an election year.

## O. CAMPAIGN ETHICS

The results presented in this section indicate that public trust is very much at risk during campaigns for elected City office. Three out of four survey participants say they vote in Santa Clara City elections "most of the time" (10%) or "almost always" (68%). One in eight say they never vote. Yet, half the residents say they "don't know" if the ethics of campaigns have gotten better, worse, or stayed the same. Not surprisingly, the opinions about campaign ethics vary widely. About half of those answering think campaign ethics are about the same as they have been; the other half are almost equally divided between those who think campaign ethics are worse and those who think they are better.

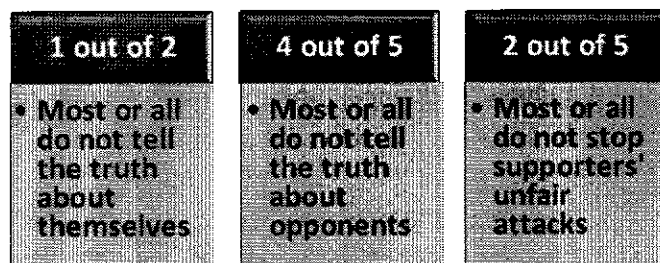
### 1. Character and Conduct

Residents were asked about their "general perceptions of the behavior of candidates running for elected office in the City" and were asked to base their answers on the Santa Clara City elections they had experienced. The figures on the left and on the next page describe residents' perceptions of candidates for elected office in the City. Each box first lists the number of people and then their opinion about candidates.



Two out of five residents believe that most or all candidates conduct what the resident considers to be "an ethical campaign." Yet, three out of four believe that some, most, or all candidates "do whatever it takes to win." Somewhat surprisingly, among those three out of four are 20% of the people who believe candidates conduct ethical campaigns. "Doing whatever it takes to win" and conducting "ethical campaigns" would appear to be contradictory behaviors, but the survey did not ask people to define what they meant by an ethical campaign.

Four out of five believe candidates do not tell the truth about their opponents.



Just about half believe candidates do not even tell the truth about themselves. Two out of five believe most or all candidates do not take responsibility for their

supporters' unfair attacks on opponents.

These questions asked residents about four campaign behaviors that are consistent with the State of California's *Code of Fair Campaign Practices* and also with the City's *Code of Ethics and Values*. Those positive behaviors were:

**Twenty percent to 75% say that some, most, or all candidates engage in one or more behaviors that are inconsistent with ...the City's *Code of Ethics and Values*.**

- Believing that the candidate had a responsibility to try to stop supporters from unfairly attacking an opponent;
- Conducting what the resident considered an ethical campaign;
- Telling voters the truth about opponents; and
- Telling voters the truth about the candidate.

Engaging in the opposite of these positive behaviors (e.g., allowing unfair attacks, using ethically-inappropriate campaign practices, telling lies or half-truths about opponents or the candidate, etc.) violates both codes. It is also a violation of both codes to "Do whatever it takes to win," an additional negative behavior about which residents were asked.

Approached from the perspective of the State and City codes, the results show that, depending on the campaign topic residents are asked about, 20% to 75% of residents say that some, most, or all candidates engage in one or more behaviors that are inconsistent with the *State's Code of Fair Campaign Practices* and the *City's Code of Ethics and Values*.

**Residents sent the strongest messages of the survey about acceptable and unacceptable campaign behavior.**

## **2. Acceptable Behavior**

Residents may hold diverse or contradictory opinions about the character of candidates, but they sent the strongest messages of the survey about acceptable and unacceptable campaign behavior. They were asked, "In your opinion, how acceptable, if at all, is each of the following legal campaign practices during a Santa Clara election?"

Five of the six scenarios received average acceptability scores of less than 1.8, with three receiving 1.3 or less. With 1 as the lowest possible score and 6 as the highest, an *average* score of 1.3 from 330 respondents is about as close to consensus as one ever finds in a survey. These behaviors (with average scores in parentheses) are *not acceptable* to residents during a City election campaign:

- Continuing to repeat statements that are factually untrue about an opponent even after the opponent responds and corrects the candidate (1.2);
- Sending a negative mail piece in the last few days claiming the opponent once filed for bankruptcy, but failing to mention that all debts had been paid (1.3);
- Sending a mailer exaggerating the opponent's position in order to scare voters away from the opponent (1.3);
- Benefiting from an independent political action committee whose goal is to defeat the opponent and whose funds allow weekly mailers with unsubstantiated allegations attacking the opponent's character (1.4);
- Taking every opportunity to criticize an opponent's record and position on issues, rather than presenting the candidate's own record and position (1.8).

Only one behavior was judged acceptable with a rating of about 4 out of 6.

- Refusing to compare themselves to their opponent or to criticize the opponent in any way, even if the candidate believes the criticism is warranted, and presenting only the candidate's own position and record.

### 3. Endorsements

Table 4 explores the impact endorsements may play in the public's trust of candidates for City election.

Listed first are individuals or organizations which typically endorse City candidates. Next is the percent of residents who are not familiar with the endorser or who say the endorsement has no impact on their trust of candidates. Depending on the endorser, anywhere from 41% to 76% of respondents said the endorsement would have no impact on candidate trust.

The final column lists the result of subtracting the percent of residents who say the endorsement **hurts** candidate trust from the percent saying the endorsement **helps**

Table 4 Impact of Endorsements on Trust		
<i>Endorsers</i>	<i>% No impact</i>	<i>Trust Factor</i>
Firefighters Union	48	26
Police Officers Association	48	24
San Jose Mercury News	41	23
City Council members (current)	58	18
Mayor (current or former)	57	17
Sierra Club	48	16
City Council members (former)	59	16
City Commissioners (current or former)	67	13
Democratic Party (local)	43	13
Santa Clara County League of Conservation Voters	63	9
County, State, Federal Officials	57	9
AFL-CIO Central Labor Council	55	(5)
Tri-County Apartment Association	76	(12)
Santa Clara County Real Estate Board	71	(18)
Republican Party (local)	45	(22)

candidate trust. The resulting **Endorsement Trust Factor** score represents the net gain in trust that the endorsement is likely to provide to the candidate. A positive score indicates a net positive effect on trust from that endorsement; a negative score indicates a net negative effect on trust from that endorsement.

Endorsers are listed in order, from highest trust factor to lowest. At the top of the list are the Firefighters Union, the Police Officers Association, and the Mercury News, in that order.

At the bottom of the list with negative scores are the AFL-CIO Central Labor Council, the Tri-County Apartment Association, the Santa Clara County Real Estate Board, and the Republican Party. (Note: only one in five survey participants identified themselves as Republican.)

#### **4. Campaign Spending**

Two out of three residents believe the upper limit for spending on a local campaign (quoted in the survey as \$28,000) is just the right amount. One of five believes it is too much to spend on a local campaign in Santa Clara. One out of six believes it is too little to spend on a campaign.

Overall, the results show that public trust is very much at risk during election campaigns.

#### **5. Important Information Sources During Elections**

Question 27 asked about important information sources during the 2004 election: **"Voters received information in the November 3, 2004 election from a variety of sources. As best you can recall, how important, if at all, were the following to way you thought about Santa Clara candidates in the November 2004 election?"**

Eleven sources of voting information were listed. Residents could select from: "paid no attention," "don't recall," "not at all important," "somewhat important," "very important," and "extremely important."

The top four sources residents listed as "somewhat," "very," or "extremely" important for them as sources of information for the November 2004 election were:

1. The County's Voter information pamphlet (69%),
2. Candidate materials delivered in the mail (61%),
3. Talking with other residents (58%),
4. Candidate flyers (54%).

**About half say they do not have enough information to make an informed voting choice. About a third believe they have the right amount to make their decision.**

Candidates coming to the resident's door (39%) and candidate ads in newspapers (32%) were listed by considerably fewer people.

Three new sources of information were available for the first time for the November 2004 election. About one in four residents

found each of three sources useful:

- *Vote Ethics* material in the *Mission City SCENES* municipal utility bill insert,
- The *Final Word Forum* organized by the City and moderated by the League of Women Voters and the City's Ethics Consultant,
- The *Vote Ethics* four-page municipal newspaper insert.

This is a large percentage recalling a first-time program three months after the election. At the same time, an older and more established program, the Citizens Advisory Committee (CAC) Candidates Forum received about the same percentage (16%) as the new *Vote Ethics* information on Cable Channel 15 (15%). These were the two sources at the bottom of the list, judged useful by one in six.

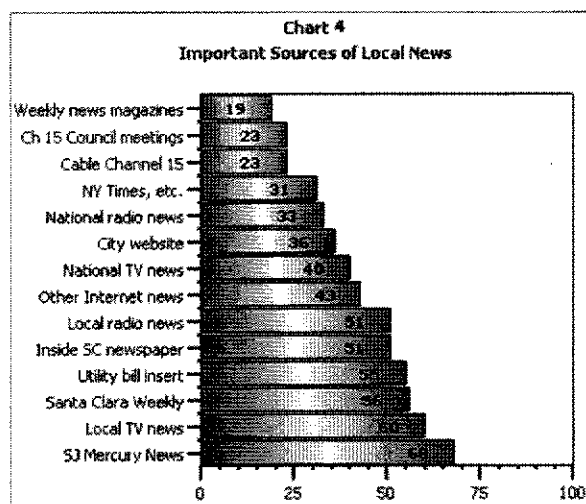
Despite at least 11 sources of information, about half the residents say they do not feel they have enough information "to make an informed voting choice for local elections in the City of Santa Clara." Just about a third believe they have the right amount to make their decision. About one in ten believes he or she has too much information.

## P. SOURCES OF LOCAL NEWS

Question 30 asked residents about their general sources of local information: "These days people get their news from many different sources. How important to you are each of the following as sources of local news and information?"

(Response: 1 = "Not important at all," 6 = "Extremely important," and 2 through 5 are in between.)

Chart 4 shows the results of this question, with the least used sources at the top and the most used at the bottom. These are the percentages of Santa Clara residents who say this medium is an important source of local news and information for them.



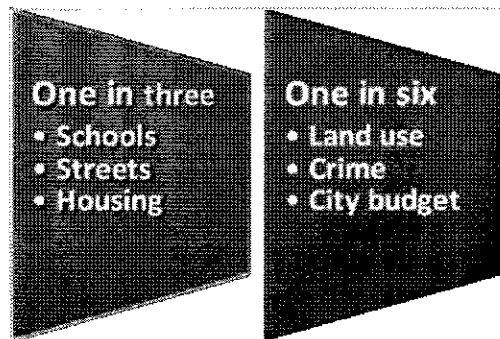
Today, national polls typically find people rating local TV news as their most important local news source. In the City of Santa Clara, the *San Jose Mercury News* is the source listed as important by the largest number of people, about 7 out of 10 residents, with local TV news next, listed by two out of five. The *Santa Clara Weekly* is listed by more than half of the people as important.

Two City-specific media are listed next: *Mission City SCENES* (the municipal utility bill insert) is listed by more than half of residents, just slightly less than the independently owned *Santa Clara Weekly* newspaper. *Inside Santa Clara*, the municipal newspaper put out quarterly, is listed next by about one out of two residents, and is as important as local radio news. The two City sources carried by the government access Cable Channel 15 are near the bottom of the list, but are used by slightly fewer than one in four. It is important to remember that some households do not subscribe to cable service.

## Q. FUTURE OPPORTUNITIES

### 1. Important Issues Facing the City

Question 14 asked, "What are the most important problems facing the City of Santa Clara today?" Survey respondents could state up to three issues of



concern to them. This was one of two "open-ended" questions in the survey, where responses had not been pre-selected by the researchers.

There was virtually a tie for the top three issues of concern. These were schools and education, streets (repair, traffic, parking), and housing (cost of housing, availability, and low cost housing).

Land use (including planning issues and the City's architectural character) is listed by about one of six, as are police-related matters (including a general perception of an increase in crime, gangs, etc.) and the City's budget.

These present further opportunities for communication with residents. The survey also suggests that today's problems may be tomorrow's obstacles to public trust. Based on the results of this study, any of these problems, left unaddressed, will have an impact on the important resident opinions this report has been discussing.

Residents have also come to expect superb City services. Three of the concerns relate directly to three City services: street repair, land use and planning, and the police. These are concerns typically listed in resident surveys. The departments will need to determine if anything needs to be done to respond to

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ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

---



specific Santa Clara issues, or if the concerns can be addressed in regular review and discussions with residents.

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ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

## 2. City Actions Fostering Trust

Attending to these concerns and communicating with residents about them takes on added importance, given the responses to Question 13: **What one thing, if any has the City done in the past five years that has deepened your own trust of the City's government or increased your confidence in City services?**

This was the second open-ended question on the survey. The instructions said, **"In the box, print any City action, policy, service, event, communication, etc. If nothing has deepened your trust, print the word, 'Nothing.'"**

Two of three residents either skipped this question (22%) or listed "nothing" (40%) as their answer. Open-ended questions do require more effort on the part of respondents, so the question was asked early in the survey and before the two lengthy "top values" questions. It is unlikely that survey fatigue is the reason for the large number of skips.

The large number of people responding "nothing" may be the result of a problem with the way the instructions were worded. It may be that residents are not used to thinking about the City in terms of "trust" and did not understand how to answer this question. Either of these explanations is likely, especially because other survey results show very positive evaluations of City services, quality of life, and other factors which the statistical tests show are highly related to public trust. This may also be related to the limited knowledge about City politics and public affairs which residents report.

For those who did answer the question, the most frequently mentioned City action that built trust is the new library. Reviewing the verbatim responses in the Appendix E will show how pleased residents are with the new facility, and with the other facilities the City has recently completed. The Senior Center, Teen Center, dog park, new Fire stations, etc., are all mentioned, as are the City's efforts to communicate with residents, City services, special events, and thirty other specific activities.

## 3. Political Efficacy

*Political efficacy* is defined as "the sense that one's opinion matters and the person can make a difference." A set of standard efficacy questions was asked as Question 32, near the end of the survey.

Three out of five residents agree, **"people like me can have a big impact on making the City of Santa Clara a better place to live"** (Scores 4-6). Yet only about one of every ten gave this statement the highest agreement score (6) they could.

Just over three in five residents agree, **"generally speaking, those we elect to the Santa Clara City Council care a great deal about what people like me think."** Just about half the residents believe that about the County; only one out of five believes the Federal Government cares what they think. Just over half agree that **"voting is the only way people like me can have any say in how the City government runs things."**

It is important to remember that only about one in four residents had any significant involvement with the City prior to this survey. The majority of residents do not have experience of the inner workings of the City or other community agencies. Only about two out of five residents agree, **"I make**

**volunteer community service an important part of my life."**

**Four out of five residents say they do not know a lot about City politics and public affairs. About half say that sometimes City politics seems so complicated that they can't easily understand what's going on.**

In addition to lack of experience, about half agree, **"Sometimes City politics seem so complicated that people like me can't really understand what's going on."** Only one out of five says he or she **"knows a lot about City politics and public affairs."** Similarly, only one in four says he or she **"engages in**

**conversation with their friends about City politics and public affairs."**

These opinions about political efficacy also play a role in residents' perceptions of leadership ethics and in public trust. The more someone believes that the City Council cares a great deal about what people like them think, the more positive the judgment of City ethics, and the greater their trust of the City. Finally, the more someone believes that **"people like me can have a great impact on making the City a better place to live"** the more they believe City officials are acting ethically and the higher the level of public trust.

**The more someone believes that the City Council cares a great deal about what people like them think, the more positive the judgment of City ethics, and the greater their trust of the City.**

These findings make it clear that government and politics are considered complicated by even the well-educated survey respondents and that lifelong learning is necessary for residents to be **"at their best"** in civic participation. These findings also send a clear message to every representative of the City who interacts with residents: residents draw conclusions after each interaction. The interaction communicates respect for people's opinions and the City's care for them, or it doesn't. Useful discussions or training could focus on active listening skills and other strategies that communicate the City's respect for people's opinions and care for residents.

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ETHICAL	PROFESSIONAL	SERVICE-ORIENTED	FISCALLY RESPONSIBLE
ORGANIZED	COMMUNICATIVE	COLLABORATIVE	PROGRESSIVE

**NOTE:**

Please note the Resident Feedback Survey Results PDF file is a partial file only due to its large size. If you would like a copy of the complete Resident Feedback Survey Results, please contact the City Manager's Office at 408/615-2210 or email [Manager@ci.santa-clara.ca.us](mailto:Manager@ci.santa-clara.ca.us).

# RESIDENT FEEDBACK SURVEY

CONDUCTED BY SANTA CLARA UNIVERSITY

Thank you for requesting the print version of the City of Santa Clara's **Resident Feedback Survey**, a research project conducted by Santa Clara University's Communication Department in partnership with the City of Santa Clara's Ethics and Values Program.

## The Project at a Glance

- This opinion survey is anonymous and your participation is voluntary.
- Any current Santa Clara City resident over the age of 18 may fill one out.
- The survey takes about 20 minutes to complete on paper.
- About 10% of the City's households, selected at random, were invited to participate as part of the project's scientific sample. If you are among that group, you received a survey passcode in the mail and need to have it available when you fill out the survey.
- Every resident who fills out a survey is investing in good government and the future of the City. What better way to start the New Year?
- Thank you, in advance, for your honest and constructive feedback!
- **The survey deadline is Friday, January 27, 2006 at midnight.** Please put this survey in the mail by January 24, 2006 to assure its timely arrival.

## IMPORTANT!

Before filling out a survey, you are asked to read the following questions and answers. These present basic information about the study so that you may make an informed decision to participate or not. Submitting a survey indicates that you have given your informed consent and are participating in the project voluntarily, based on your understanding of the information presented here.

### 1 WHAT IS THIS SURVEY ABOUT?

This 20 minute survey asks for your opinions about the Santa Clara City community, elections, government, and public trust. It is designed to be non-partisan and non-political. You do not need any special knowledge or voting experience to answer the questions. Your feedback will be combined with everyone else's to provide important information for the City and the wider community interested in good government and public trust. The information will help the City Council complete current goals and plan for the City's future. The study's findings may also be published in academic journals and on the Internet so others can learn from the City's experiences.

### 2 WHO IS DOING THE RESEARCH?

Dr. Thomas Shanks, Associate Professor of Communication at Santa Clara University, is conducting the study. Dr. Shanks also serves as the City's ethics

consultant. Dr. Christine Bachen, from SCU's Communication Department, is assisting on the project. Deputy City Manager Carol McCarthy is working closely with the researchers. (Questions? Send email to Dr. Shanks at [tshanks@scu.edu](mailto:tshanks@scu.edu) or Carol McCarthy at [CMcCarthy@ci.santa-clara.ca.us](mailto:CMcCarthy@ci.santa-clara.ca.us).)

### **3 WHO IS ELIGIBLE TO PARTICIPATE?**

Any current resident of the City of Santa Clara 18 years of age or older may fill out the survey. About 10% of the City's households received a special invitation by mail to join the scientific sample for the study. A computer selected these addresses by chance (much like pulling names out of a hat) from a list of all the City's households. Strong participation from the scientific sample significantly improves our ability to say that the survey's results are representative of the opinions of the entire City.

### **4 IS THE SURVEY ANONYMOUS?**

Absolutely. No names, addresses, or computer identifiers are associated with the survey you submit. Passcodes are used to verify City residents and members of the scientific sample, but Dr. Shanks removes this information permanently soon after the survey is submitted and prior to data analysis.

### **5 WHAT IF I DON'T WANT TO FILL OUT A SURVEY?**

Participation is completely voluntary. If you do not wish to fill out a survey, you need do nothing further. You are also free to opt out even after you start the survey and you may skip any survey question you do not want to answer. Thank you for considering our invitation to participate. We respect whatever decision you reach.

#### **Other Frequently Asked Questions (See Appendix 1)**

##### **Of General Interest**

- 6. What should I expect from the researchers?
- 7. Why do you prefer the survey online rather than on paper?
- 8. How do I get a copy of the paper survey?
- 9. How do I submit a paper survey?

##### **Of Interest to Sample Households**

- 10. How many people can participate from each sample household?
- 11. How do we submit a second survey from a sample household?
- 12. What if I cannot find my passcode?
- 13. How do I remain anonymous if I use the passcode?

##### **Of Interest to All Other Residents**

- 14. What did the invitation letter for the scientific sample say?
- 15. What if I did not receive a letter or passcode?

**SURVEY DEADLINE:**  
**FRIDAY, JANUARY 27, 2006 AT MIDNIGHT.**

## **SURVEY DIRECTIONS**

You are eligible to participate in this survey if you are a current resident of the City of Santa Clara, 18 years of age or older, and are submitting this survey for the first time.

The survey questions below ask you to respond in one of two ways:

- checking a square to indicate your answer, or
- printing your answer into a small rectangle.

Use a pencil with an eraser. You may answer the questions in any order, change an earlier answer, or answer a question that you may have initially left blank. When you change an answer, please erase your previous answer as much as you can. Fill the squares in completely so it is clear what your answer is. Print answers when you are asked to write.

You may also skip any question you do not wish to answer. Just leave that question with no answers marked.

To return the survey, mail it in the return envelope or address an envelope to Dr. Shanks. His address is included at the end of the survey. .

If you have any questions, concerns, or problems filling out the survey, please contact Dr. Shanks through [tshanks@scu.edu](mailto:tshanks@scu.edu) or by phone at (408) 554-5710. Thank you!

**TO BEGIN, HOW DID YOU HEAR ABOUT THE SURVEY?** (Mark one square. Print the information requested. Remember that this information will be removed from your survey once your passcode is verified.)

1. ☐ My household received the invitation to be part of the scientific sample. I am submitting a survey from my household. My passcode is: \_\_\_\_\_
2. ☐ My household received the invitation to be part of the scientific sample. I am submitting the second survey from my household. My passcode is: \_\_\_\_\_
3. ☐ I did not receive the letter of invitation but would like to participate. (Please use 9000 as your passcode.) My passcode is: \_\_\_\_\_
4. ☐ Other (specify) \_\_\_\_\_

## SECTION 1: EXPERIENCE WITH THE CITY OF SANTA CLARA

1. **How many years have you lived in the City of Santa Clara as an adult (that is, since your 18th birthday), counting any time you have lived here?** (Mark one square below. If you choose "1 or more years," also write in the number of full years. Round up for six months or more; round down for fewer than six months. Examples: Lived here 1 year and 8 months? Round up; type "2" on the line. 5 years and 3 months? Round down; type "5" on the line.)

- ☐ 1 or more years (specify # of years) \_\_\_\_\_  
☐ Less than 1 year

2. **How many years, if any, did you live in the City of Santa Clara prior to your 18th birthday, counting any time you have lived here?** (Mark one square below. If you choose "1 or more years," also write in the number of full years. Round up for six months or more; round down for fewer than six months. Examples: Lived here 1 year and 8 months? Round up; type "2" on the line. 5 years and 3 months? Round down; type "5" on the line.)

- ☐ 1 or more years (specify number of years) \_\_\_\_\_  
☐ Fewer than six months  
☐ Did not live in Santa Clara prior to my 18th birthday

3. **Do you own your own home, rent, or have a lease-to-own arrangement?** (Mark one square.)

- ☐ Own  
☐ Rent  
☐ Lease-to-own

4. **Do you expect to be living in the City of Santa Clara five years from now?** (Mark one square.)

- ☐ No  
☐ Yes

5. **Which of the following statements comes closest to your overall feeling?** (Mark one square.)

- ☐ The City of Santa Clara is generally going in the right direction.  
☐ The City of Santa Clara is generally going in the wrong direction.

6. **How proud, if at all, are you to tell people you live in the City of Santa Clara?** (Mark one square.)

- ☐ Not at all proud  
☐ Not very proud  
☐ Somewhat proud  
☐ Very proud

7. **How would you rate the City of Santa Clara as a place to...?** (Please mark one square for each topic below, using a scale where 1="poor" and 6="excellent" with 2 through 5 in between. "Do not know" is also a possible response.)

	Don't know	Poor					Excellent
		1	2	3	4	5	6
a. Feel safe and secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Live after retirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Raise a family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Spend leisure time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Work and do business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Overall, as a place to live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. **How would you rate the following City services?** (Services are listed in alphabetical order. Please mark one square for each topic below, using a scale where 1="poor" and 6="excellent" with 2 through 5 in between. "Do not know" is also a possible response.)

	Don't know	Poor						Excellent
		1	2	3	4	5	6	
a. Fire Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Garbage disposal, recycling, and Clean Green	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. Municipal code enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Municipal utilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. Permit Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. Police Department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. Recreation programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j. Street maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

9. In Santa Clara, have you ever run for or been elected to public office; been appointed to a City Commission, Board, or Committee; volunteered significant time on a City political campaign; or worked as a City employee? (Mark one square. Check "yes" if you have had any of the listed experiences.)

☐ No  
☐ Yes

- 10a. Based on your experience, how much impact, if any, does each of these groups have on your day-to-day life? (Mark one square for each group below, using a scale where 1="no impact at all" and 6="great deal of impact" with 2 through 5 in between.)

	No impact at all			Great deal of impact		
	1	2	3	4	5	6
a. Federal Government in Washington, DC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. California State Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Santa Clara County Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Santa Clara City Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 10b. Overall, would you describe the impact of each of these groups on your day-to-day life as primarily negative, primarily positive, or too little to tell? (Mark one square for each group.)

	Primarily negative	Primarily positive	Too little to tell
a. Federal Government in Washington, DC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. California State Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Santa Clara County Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Santa Clara City Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. In general, how much trust, if any, do you have that each of these groups will serve the best interests of the people it is elected to represent? (Mark one square for each group below, using a scale where 1="no trust" and 6="great deal of trust" with 2 through 5 in between.)

	No trust			Great deal of trust		
	1	2	3	4	5	6
a. Federal Government in Washington, DC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. California State Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Santa Clara County Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Santa Clara City Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. In general, how would you rate the ethical behavior of each group? (Please mark one square for each group below, using a scale where 1="poor" and 6="excellent" with 2 through 5 in between.)

	Poor			Excellent		
	1	2	3	4	5	6
a. Federal Government officials in Washington, D.C.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. California State Government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Santa Clara County Government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Santa Clara City Government officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. What one thing, if any, has the City done in the past five years that has deepened your own trust of the City's government or increased your confidence in City services? (In the box, print any City action, policy, service, event, communication, etc. If nothing has deepened your trust, print the word "nothing.")

14. What are the most important problems facing the City of Santa Clara today? (List up to 3 problems, one in each box. The order of the problems does not matter.)

a.

b.

c.

15. Over the past five years, how often would you say you have attended a City Council meeting, watched any part of a Council meeting on Cable Channel 15, or had any contact with a Council Member? (Mark one square.)

- ☐ Never
- ☐ Rarely
- ☐ Occasionally
- ☐ Frequently

16. Over the past five years, how often would you say you have you gone to City Hall for information or with a question, called about an issue, applied for a permit, or had any other contact with City staff? (Mark one square.)

- ☐ Never  
☐ Rarely  
☐ Occasionally  
☐ Frequently

17. How aware, if at all, would you say you have been over the last five years that the City of Santa Clara was implementing a program in ethics and values for City leadership? (Mark one square.)

- ☐ Not at all aware  
☐ Not very aware  
☐ Somewhat aware  
☐ Very aware

18. How aware, if at all, have you been that the City... (For each topic, mark one square.)

	Not at all aware	Not very aware	Somewhat aware	Very aware
a. Encouraged citizens to "Vote Ethics" during the November 2004 election	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Has a Code of Ethics and Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Held ethics orientation sessions for Commissioners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Held ethics study sessions for the City Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provided training for political candidates on how to conduct an ethical political campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Has a voluntary ordinance that caps campaign spending at about \$28,000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Has received state and national recognition for its Ethics and Values Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 2. INPUT ABOUT ETHICAL LEADERSHIP

19. The City of Santa Clara revised its Code of Ethics and Values in 2000. As it reviews this Code, the City needs your feedback. Below is a list of leadership behaviors (in random order) that Santa Clara and other cities have identified as important to the public's trust of their local government. These are ideals which describe elected and appointed City leaders and City staff when they act at their best. In order for you to have trust and confidence in the City's government and services, how important, if at all, is each of these leadership behaviors? (Mark one square for each topic, using a scale where 1="not important at all" and 6="extremely important" with 2 through 5 in between.)

	Not important at all			Extremely important		
	1	2	3	4	5	6
a. Are dependable and do what they say they will do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Take responsibility for their actions, even when it is uncomfortable or unpopular to do so	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Are fair and treat everyone the same	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Make impartial decisions, free of any interests that might compromise or appear to compromise their independence of judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Do not use information they acquire in their public capacity for personal advantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Are honest and tell the truth to citizens, colleagues, and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not important at all			Extremely important		
g. Are open-minded and ready to explore new ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Are collaborative, cooperating with others to achieve more than they could alone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Value diversity, and seek diverse perspectives and viewpoints before making important decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Act with integrity, and seek to do the right thing for the City in public and in private	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Have vision, and take a proactive and innovative approach to setting goals and conducting the City's business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In order for you to have trust and confidence in the City's government and services, how important, if at all, is each of these leadership behaviors?

	Not important at all			Extremely important		
l. Communicate the City's care for and commitment to its citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Engage in effective two-way communication, listening carefully and responding in ways that advance the City's goals and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Are competent and keep their professional skills current and growing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Are service-oriented and work hard on behalf of citizens and the City	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Follow established City processes and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not important at all			Extremely important		
q. Are organized, pay attention to details, and keep deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Are concerned about the environment and the conservation of the City's natural resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. Make prudent financial decisions, taking into account both short-term needs and long-term financial stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Are compassionate, willing to support residents with their needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. Are empathetic, able to walk around in someone else's shoes for a while and to see the world through others' eyes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not important at all			Extremely important		
v. Are respectful, treating people with dignity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
w. Are responsive, do their homework, and follow-up on expressed needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
x. Display ethical leadership, are role models for the best conduct in public service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
y. Are accountable, willing to explain actions and to accept fair consequences when they make mistakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Now, take a quick look at the list of 25 standards from Question 19. If you could only choose five behaviors for City leaders, which five do you believe are the most important behaviors City leaders ought to practice in order to deepen public trust and public confidence in the City's government and services? (Enter the letter of one behavior [from "a" to "y"] on each of the five lines below.)

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

### SECTION 3. FEEDBACK ABOUT ELECTIONS AND CANDIDATES

Note: Regardless of whether you voted or not in the November 2004 election, please answer the following questions.

21. When you think about your voting behavior over the years, how often would you say you vote in Santa Clara City elections? (Mark one square.)

- ☐ Never
- ☐ Rarely
- ☐ Some of the time
- ☐ Most of the time
- ☐ Almost always

22. Did you vote in the November 2004 Santa Clara City elections for City Council, Chief of Police, or City Clerk? (Mark "yes" if you voted in any Santa Clara City race.)

- ☐ No
- ☐ Yes

23. Overall, in terms of ethics and values, election campaigns in the City of Santa Clara have... (Mark one square)

- ☐ Gotten worse
- ☐ Gotten better
- ☐ Remained about the same
- ☐ Don't know

24. We are interested in your general perceptions of the behavior of candidates running for elected office in the City. Based on the Santa Clara City elections you have experienced, how many candidates for elected City office do you think: (Mark one square for each topic.)

	None	Hardly any	Only a few	Some	Most	All
a. Tell voters the truth about themselves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Tell voters the truth about opponents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Do whatever it takes to win	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Conduct what you consider to be an ethical campaign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Believe they have a responsibility to try to stop their supporters from unfairly attacking an opponent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. During a Santa Clara City election, do endorsements of candidates by various groups or individuals make you less likely to trust the candidate who receives the endorsement, more likely to trust the candidate, or does it have little or no impact on your trust of the candidate? (For each endorser below, mark one square. Mark "unfamiliar with this endorser" if you do not know enough about the group to make a judgment about trust.)

	Unfamiliar with this endorser	Less likely to trust candidate	More likely to trust candidate	No impact on my trust of candidate
a. AFL-CIO Central Labor Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. City Commissioners (current or former)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. City Council members (current)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. City Council members (former)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. County, State, Federal Officials (current or former)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Democratic Party (local)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Firefighters Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Mayor (current or former)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Police Officers Association	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Republican Party (local)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. San Jose Mercury News	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Santa Clara County Real Estate Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Santa Clara County League of Conservation Voters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Sierra Club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Tri-County Apartment Association	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. In your opinion, how acceptable, if at all, is each of the following legal campaign practices during a Santa Clara City election? (Mark one square for each item below, using a scale where 1="not acceptable at all" and 6="highly acceptable" with 2 through 5 in between.)

	Not acceptable			Highly acceptable		
	1	2	3	4	5	6
a. Candidate takes every opportunity to criticize an opponent's record and position on issues, rather than presenting the candidate's own record and position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Candidate refuses to compare themselves to their opponent or to criticize the opponent in any way, even if the candidate believes the criticism is warranted, and presents only the candidate's own position and record.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Candidate continues to repeat statements that are factually untrue about an opponent even after the opponent responds and corrects the candidate; the candidate says he believes the opponent is lying, but offers no further proof for the allegation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Candidate sends a mailer exaggerating their opponent's position in order to scare voters away from the opponent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Candidate benefits from an independent political action committee whose goal is to defeat the opponent and whose funds allow weekly mailers with unsubstantiated allegations attacking the opponent's character.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Candidate sends a negative mail piece in the last few days claiming that the opponent had once filed for bankruptcy and been sued for breach of contract, but fails to mention that all debts had been paid and the case never came to court.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Voters received information in the November 3, 2004 election from a variety of sources. As best you can recall, how important, if at all, were the following to the way you thought about Santa Clara candidates in the November 2004 election? (Mark one square for each topic.)

	Paid no attention	Don't recall	Not at all important	Somewhat important	Very important	Extremely important
a. CAC Candidate Forum (10/14/04, viewed in person or on Cable Channel 15)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Candidates coming to your door	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Candidate flyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Candidate ads in newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Candidate materials received in the mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Paid no attention	Don't recall	Not at all important	Somewhat important	Very important	Extremely important
f. League of Women Voters Final Word Forum (11/2/04, viewed in person or on Cable Channel 15)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Talking with other residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Vote Ethics information on Cable Channel 15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Vote Ethics four-page insert in City newspaper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Vote Ethics material in utility bills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Voter Information Pamphlet (from the County)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. Do you typically feel that you have not enough information, too much, or just about the right amount to make an informed voting choice for local elections in the City of Santa Clara? (Mark one square.)

- ☐ Not enough information  
☐ Too much information  
☐ Just the right amount of information

29. The City has a Campaign Finance Ordinance which sets a voluntary spending limit on the amount candidates can spend on their campaign in Santa Clara. In November 2004 that cap was about \$28,000. Does that amount seem too little, too much, or just the right amount to spend on a local campaign in the City of Santa Clara? (Mark one square.)

- ☐ Too little  
☐ Too much information  
☐ Just the right amount

#### SECTION 4. TO HELP US UNDERSTAND YOUR PERSPECTIVE

30. These days people get their news from many different sources. How important to you are each of the following as sources of local news and information? (Mark one square for each topic listed in alphabetical order, using a scale where 1="not important at all" and 6="extremely important" with 2 through 5 in between.)

	Not important at all			Extremely important		
	1	2	3	4	5	6
a. Cable Channel 15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Inside Santa Clara municipal newspaper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Local radio news broadcasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Not important at all			Extremely Important		
	1	2	3	4	5	6
d. Local TV news broadcasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Mission City Scenes utility bill insert	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. National newspapers (like the New York Times or Wall Street Journal, excluding the San Jose Mercury News which we list below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. National radio news	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. National TV news broadcasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. San Jose Mercury News	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Santa Clara Weekly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Santa Clara City Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Internet news sites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Watching City Council meetings on Cable Channel 15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Weekly news magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. Generally speaking, whether you are registered to vote or not, which political party, if any, do you most affiliate with? (Parties are listed in alphabetical order. Mark one square.)

- ☐ Democratic  
☐ Green  
☐ Independent  
☐ Libertarian  
☐ Reform  
☐ Republican  
☐ Other: please specify \_\_\_\_\_  
☐ None

32. To what extent do you agree or disagree with the following statements? (Mark one square for each topic, using a scale where 1="strongly disagree" and 6="strongly agree" with 2 through 5 in between.)

	Strongly disagree			Strongly agree		
	1	2	3	4	5	6
a. People like me can have a big impact on making the City of Santa Clara a better place to live.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Generally speaking, those we elect to Congress in Washington, D.C., care a great deal about what people like me think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree			Strongly agree		
	1	2	3	4	5	6
c. Generally speaking, those we elect to Santa Clara County offices care a great deal about what people like me think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Generally speaking, those we elect to the Santa Clara City Council care a great deal about what people like me think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Sometimes City politics seem so complicated that people like me can't really understand what's going on.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I know a lot about City politics and public affairs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Voting is the only way people like me can have any say in how the City government runs things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. I often engage in conversation with my friends about City politics and public affairs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. I make volunteer community service an important part of my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. In what year were you born? (Print the year of your birth. Use four digits, e.g., 1945 or 1982.)

year \_\_\_\_\_

34. What is your gender?

☐ Female

☐ Male

35. Which of the following best describes the highest level of formal education you completed? (Mark one square.)

- ☐ Some elementary school
- ☐ Completed elementary school
- ☐ Some high school
- ☐ Completed high school or GED
- ☐ Some college or Associate degree
- ☐ Completed college
- ☐ Some Graduate School or Master's Degree
- ☐ Ph.D. or other post-graduate work

36. The next two questions ask about ethnicity and race in the manner in which the 2000 U.S. Census did. Please answer both question 36 and Question 37. Do you consider yourself of Hispanic or Latino origin? (Mark one square.)

☐ No

☐ Yes

37. Which of the following do you consider yourself to be? (Mark all that apply.)

- ☐ African American
- ☐ American Indian and Alaskan Native
- ☐ Asian
- ☐ Native Hawaiian or other Pacific Islander
- ☐ White
- ☐ Other (specify) \_\_\_\_\_
- ☐ None

**Thank you very much for your time and your feedback!** Please mail your survey by January 24th for the January 27th deadline. Mail your survey to:

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